

# EXECUTIVE SECRETARIAT

## ROUTING SLIP

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SUSPENSE		Date			

Remarks

Executive Secretary

Date

3637 (16-47)

**THE WHITE HOUSE**  
WASHINGTON

Executive Registry

84 - 219

**CABINET AFFAIRS STAFFING MEMORANDUM** AH. ER 83-6063

Date: 1/5/84 Number: ----- Due By: -----

Subject: Cabinet Council on Management and Administration Minutes

December 19, 1983

ALL CABINET MEMBERS	Action	FYI		Action	FYI
Vice President	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CEA	<input type="checkbox"/>	<input checked="" type="checkbox"/>
State	<input type="checkbox"/>	<input type="checkbox"/>	CEQ	<input type="checkbox"/>	<input type="checkbox"/>
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Attorney General	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Interior	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Agriculture	<input type="checkbox"/>	<input type="checkbox"/>	Baker	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Commerce	<input type="checkbox"/>	<input type="checkbox"/>	Deaver	<input type="checkbox"/>	<input type="checkbox"/>
Labor	<input type="checkbox"/>	<input type="checkbox"/>	Darman (For WH Staffing)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HHS	<input type="checkbox"/>	<input type="checkbox"/>	Jenkins	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HUD	<input type="checkbox"/>	<input type="checkbox"/>	McFarlane	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	Svahn	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Energy	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Counsellor	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
OMB	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
<u>CIA</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
UN	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
USTR	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GSA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CCCT/Gunn	<input type="checkbox"/>	<input checked="" type="checkbox"/>
EPA	<input type="checkbox"/>	<input type="checkbox"/>	CCEA/Porter	<input type="checkbox"/>	<input checked="" type="checkbox"/>
OPM	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CCFA/	<input type="checkbox"/>	<input checked="" type="checkbox"/>
VA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CCHR/Simmons	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SBA	<input type="checkbox"/>	<input type="checkbox"/>	CCLP/Uhlmann	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			CCMA/Bledsoe	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			CCNRE/	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**REMARKS:**

Attached for your information are the minutes of the December 19, 1983 CCMA meeting.

**RETURN TO:**

☐ Craig L. Fuller  
Assistant to the President  
for Cabinet Affairs

☐ Katherine Anderson  
☒ Tom Gibson

☐ Don Clarey  
☐ Larry Herbolzheimer

Associate Director



L-30067

CABINET COUNCIL ON MANAGEMENT AND ADMINISTRATION

Meeting #22  
December 19, 1983  
The Roosevelt Room

MINUTES

Attendees: Meese, H. Walters, L. Smith, Wright, Carmen, Devine, Svahn, Simmons, Brown, Bledsoe, Gibson, Niskanen, Horner, Hesse, Korten, O'Shaughnessey, Gall, R. Walters, Lordan, Dierman, Pickford, Calhoun.

White Collar Pay Policy

Mr. Devine explained that OPM has been looking at the pay comparability issue for some time, had some fundamental proposals to make, and believed a CCMA working group would be helpful.

Mr. Meese announced that a working group would be established. Members will include:

Paul Thayer, Deputy Secretary of Defense, as chairman  
Danny Boggs, Deputy Secretary of Energy  
Jim Burnley, Deputy Secretary of Transportation  
Don Devine, Director of OPM  
Ford Ford, Under Secretary of Labor  
Connie Horner, Associate Director of OMB  
Dick Lyng, Deputy Secretary of Agriculture  
Ed Schmults, Deputy Attorney General

Mr. Meese asked that the working group submit its recommendations in 120 days. Mr. Wright suggested that care should be taken not to commit the administration to a specific dollar change too soon, if the proposed change is inconsistent with the budget. Mr. Niskanen suggested the impact of attrition rates on comparability be considered. Mr. Meese said these concerns would be addressed by the group.

Action: A CCMA Working Group on White Collar Pay Policy was established, and is to submit recommendations in 120 days.

Personnel Management Improvement (Morale)

Mr. Meese noted that the morale issue has been addressed several times by the CCMA, and that while the administration has made great strides in improving leadership, there is a need to benefit from lessons learned, and to develop a positive program affecting all levels of the government.

-2-

Mr. Meese announced the establishment of a CCMA Working Group on Employee Morale. Members will include:

Tim McNamar, Deputy Secretary of Treasury, as chairman  
Loretta Cornelius, Deputy Director of OPM  
Verne Orr, Secretary of the Air Force  
Bill Ruckelshaus, Administrator of EPA  
Arlene Triplett, Associate Director of OMB  
Harry Walters, Administrator of the Veterans Administration

Action: A CCMA Working Group on Employee Morale was established, and is to submit its recommendations in about 75 days.

### Consulting Services Controls

Mr. Brown summarized the progress to date by the working group, stating that its report should be ready about January 22, 1984. As requested, the group had developed recommendations for the FY 1985 budget process, namely, that OMB direct agencies to (1) verify FY 1983 consultant expenditures, (2) match up FY 1985 consultant estimates, (3) designate a high-level policy appointee to validate and control consulting contracts, and (4) retain the \$10,000 floor for reporting consulting contract actions.

Mr. Smith expressed support for the recommendations but urged that a percentage cut of about 12% be made across-the-board to force prioritization of consulting expenditures. He pointed out that savings could be realized as an off-set to the proposed pay raise supplemental. Mr. Lordan cautioned that use of the supplemental for this purpose may amount to an inconsistent application of that law. Mr. Carmen gave examples of successful use of similar techniques last year in GSA.

Mr. Brown pointed out that the consulting services "base" is not yet known, that the necessary definitions are still in preparation, and that, in any event, a percentage cut amounts to a mechanical rather than a judgmental approach to controlling expenditures. Mr. Svahn suggested that perhaps both approaches could be followed by going after a percentage cut first, and adjusting later in 1984 when better information is available. Mr. Wright and Mr. Devine agreed with this approach.

Mr. O'Shaughnessey explained the complexity of arriving at good definitions given the contract classification inconsistencies and coding problems. Mr. Wright noted the short time remaining to make any budget changes, and the likelihood of agency resistance on such short notice. He suggested that we aim for an amendment to the FY 1985 proposed budget in the spring of 1984.

Mr. Meese agreed that good data and discussion with the agencies are badly needed. Mr. Carmen noted that GSA had found it useful to distinguish between advisory and service contracts, and had virtually eliminated advisory ones with no adverse effects. Mr.

Niskanen cautioned that efforts to control consulting work not be inconsistent with other policies. He suggested that the working group not compromise A-76 contracting efforts in its attempts to get at the consulting problem.

Action: Mr. Meese expressed the consensus that more facts are needed before controls can be imposed or cuts taken. OMB should require agencies to verify FY 1983 consulting data, match up FY 1985 data, and keep the consulting reporting threshold at \$10,000. The recommendations for agency policy appointees to watch over consulting services should be a part of the final report of the working group.

#### Work Space Management

Mr. Carmen provided a brief progress report on agency plans for reducing work space. He noted that of the civilian target reduction of 62 million square feet, only 15 million is planned to date, indicating a shortfall of 47 million, or about \$350 million. Net reduction planned to date by the military is about 2.1 million square feet, indicating a shortfall of 270 million square feet, or \$1.6 billion. Mr. Carmen suggested the need for CCMA action to capture more of the intended savings.

Mr. Meese noted that some progress had been made, but not as much as planned.

Action: Mr. Meese will meet with Mr. Carmen to plan next steps.

#### Progress Payments Controls and Federal Civilian Employment

These items were not discussed, and will be placed on the next CCMA Planning Meeting agenda.

EXECUTIVE SECRETARIAT  
ROUTING SLIP

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SUSPENSE		Date			

Remarks

Executive Secretary

12/19/83

Date

THE WHITE HOUSE

WASHINGTON

Executive Registry

83-6063

## CABINET AFFAIRS STAFFING MEMORANDUM

Date: 12/15/83 Number: 168853CA Due By:

Subject: Cabinet Council on Management and Administration - December 19, 1983

4:00 pm in the Roosevelt Room

ALL CABINET MEMBERS	Action	FYI		Action	FYI
Vice President	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CEA	<input type="checkbox"/>	<input type="checkbox"/>
State	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CEQ	<input type="checkbox"/>	<input type="checkbox"/>
Treasury	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OSTP	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Defense	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ACUS	<input type="checkbox"/>	<input type="checkbox"/>
Attorney General	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Interior	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
Agriculture	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
Commerce	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Baker	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Labor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Deaver	<input type="checkbox"/>	<input type="checkbox"/>
HHS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Darman (For WH Staffing)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HUD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Jenkins	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Education	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Counsellor	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
OMB	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
CIA	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
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USTR	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GSA	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CCCT/Gunn	<input type="checkbox"/>	<input type="checkbox"/>
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			CCMA/Bledsoe	<input checked="" type="checkbox"/>	<input type="checkbox"/>
			CCNRE/	<input type="checkbox"/>	<input type="checkbox"/>

## REMARKS:

The Cabinet Council on Management and Administration will meet on Monday, December 19, 1983 at 4:00 p.m. in the Roosevelt Room.

The six item agenda is described in the attached memorandum.

Briefing papers on Consulting Services Controls, Progress Payments Controls, and Workspace Management are attached. No other papers will be distributed prior to this meeting.

## RETURN TO:

☐ Craig L. Fuller  
Assistant to the President  
for Cabinet Affairs  
456-2823

☐ Katherine Anderson  
☒ Tom Gibson  
Associate Director  
Office of Cabinet Affairs  
456-2800

☐ Don Clarey  
☐ Larry Herbol

REG  
EXEC  
REG

L-3006

THE WHITE HOUSE  
WASHINGTON

CABINET COUNCIL ON MANAGEMENT AND ADMINISTRATION

December 19, 1983

4:00 P.M.

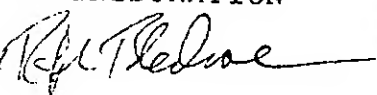
Roosevelt Room

AGENDA

1. White Collar Pay Policy
2. Personnel Management Improvement (Morale)
3. Consulting Services Controls
4. Progress Payments Controls
5. Workspace Management
6. Federal Civilian Employment

THE WHITE HOUSE  
WASHINGTON

MEMORANDUM FOR CABINET COUNCIL ON MANAGEMENT AND ADMINISTRATION

FROM: Ralph Bledsoe, Executive Secretary   
SUBJECT: Materials for CCMA Planning Meeting of 12/19

Attached are materials for the CCMA Planning Meeting to be held on Monday, December 19, at 4:00 p.m. in the Roosevelt Room. The following topics are scheduled for discussion.

The first agenda item is White Collar Pay, for which a paper was distributed prior to the October 6 meeting (time did not permit discussion of the issue). A CCMA Working Group on Federal Pay Policy will be discussed.

The second agenda item is Personnel Management Improvement (Morale), which has been discussed several times over the past year by the Council. A CCMA Working Group on Employee Morale will be discussed.

The third agenda item will include a brief report by the Working Group on Consulting Services Controls. A paper is attached.

The fourth agenda item, for which a brief paper is also attached, will be Progress Payments Controls. OMB is seeking guidance on policy modifications for issuance in a revised Circular A-125.

The fifth agenda item is Workspace Management. A progress report will be given by GSA on this Presidentially-approved effort. Discussion will focus on agencies whose plans suggest they will achieve the three major objectives, and agencies whose plans indicate they will not achieve the objectives. A paper on this item is attached.

The sixth agenda item will be a report by OPM on the final FY1983 results in reductions of Federal Civilian Employment non-defense FTE workyears. These figures are to be made public in the near future. Handouts will be provided at the meeting.